

Service Improvement Plan Workshop Meeting Outcome

Date: 09/10/2019
Location: CH Members Conference Room
Attendees: Mike Lea, Andrew Marson, Tom Lewis, Nick Harrison, Neil Mason, Ben Cullimore, Chloe Painter
Apologies: Graham Ellwood, Anna D'Alessandro

Objective(s)

The purpose of this workshop was to provide an introduction and overview on the Service Improvement Plan that has been finalised throughout September.

Next steps and actions

Action 1: Present the Service Improvement Plan to internal audit

Action Owner: Andrew Marson

Action deadline: 15.10.2019

Action 2: Andrew and Neil to meet to discuss figures

Action Owner: Andrew Marson

Action deadline: 18.10.2019

Action 3: Meet with Anna D'Alessandro to discuss the cost estimates

Action Owner: Neil Mason

Action deadline: 18.10.2019

Action 4: Add slides as annex to LPB papers to present SIP on 24th October

Action Owner: Andrew Marson

Action deadline: 24.10.2019

Action 5: Include external risk factors such as McCloud case in SIP document

Action Owner: Tom Lewis

Action deadline: 18.10.2019

Key points of discussion

- Andrew Marson (AM) opened the workshop by outlining the objectives for the outcome of today's meeting, which is to provide an introduction to the Service Improvement Plan and agree on next steps, including positioning with the Local Pension Board (LPB).
- Tom Lewis (TL) handed out the Service Improvement Plan document, while AM explained that the pensions team have been busy working on the details of the scope of activities that need to be carried out, drafting outline business cases and cost estimates to bring together a cohesive programme of works plan. The Service Improvement Plan created is not only about resolving legacy issues but aims at making

the service fit for the future and growth. AM also explained to the group that the plan is not only Surrey specific but relates to all funds.

- The presentation gave an overview of the successes the pension service have achieved over the last 9 months, which includes making progress with the legacy backlog, the implementation of 3 robots to automate processes, and annual events such as Annual Benefit Statements and Valuation being completed.
- AM gave a recap on the vision and mission:
 - Vision** – The outstanding provider of exceptional LGPS Administration
 - Mission** – Excellent service from expert people and an engaging self-service which our members and client partners value
- There are 3 strategic goals:
 1. Resolve the legacy of backlog and data quality
 2. Create a control framework for service assurance and regulatory compliance
 3. A high value target operating model
- The target operating model aims to create a single digital platform for members to self-serve, with plans for this to be mobile friendly. Nick Harrison (NH) expressed that retirement is a complex process and queried if it is realistic to say this will be able to do done on an app or phone, to which AM responded that he believes it is, and will in fact make it easier for members.
- The Service Improvement Plan has been structured into 5 pillars:
 1. Digital Platform
 2. Data Excellence
 3. Operational Efficiency
 4. Customer Engagement
 5. Expert People
- These 5 pillars are made up of 18 business cases, which have been grouped together into work streams, creating each pillar.
- The programme of works structure was outlined, with there being a programme level and a governance level. The governance model will consist of reps from both Surrey and East Sussex, and will act as an escalation point for any issues that cannot be resolved at project level.
- The Service Improvement Plan is a 2 year programme that includes audit findings and delivers on the actions and recommendations set out in the internal audit report. The projects within the programme are largely interlinked, so if there is a choice not to take on one project, this could have implications on other projects and the overall results on bringing the service into a more digital and future proof state.
- The funding for this will come from each fund and estimates have been made. These estimates include one off incremental costs such as the legacy backlog and an annual incremental costs.
- For Surrey the one-off incremental costs are estimated to be £823,000 and the annual incremental costs are estimated at £304,000.
- AM and Neil Mason (NM) agreed to have a meeting to go over the figures and discuss.
- A large part of the work will require external contractors and companies. NM queried how the service expect to deal with these contracts. TL confirmed that, going forward, and within SIP, there is a plan to recruit a contract manager which will allow the

project managers to focus on the day to day project management while giving the companies a direct point of contact.

- NM confirmed support of the proposed Service Improvement Plan, and will look at the cost estimates. If there are any questions raised then AM and TL will be on hand to resolve.
- The consultation period for SIP begins week commencing 11th October, with sign off by 31st October. AM will use this consultation period to ensure that everyone understands the vision and that there is a clear understanding of how this will work.
- This will be presented at the Local Pension Board (LPB) on 24th October. NH confirmed to AM that the best way to present this at the LPB is with the slides used in this workshop.
- NM recommends this also be presented to internal audit. There is a meeting being held on 15th August where this will be done.
- AM queried timing and engagement with the Chairman of the Pension Fund Committee, Tim Evans – NH and NM will be with him in Leeds for 2 days and will use this opportunity to show the document and bring him up to date. AM is to send slides from presentation to NH and NM.
- There are also some external risk factors which may impact on the pensions service, such as the McCloud case, and these should be noted in the LPB papers and the SIP document.

This page is intentionally left blank